



U.S. AIR FORCE

Headquarters U.S. Air

Force
Integrity - Service - Excellence



Acquisition Program Management

SAF/AQXD

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Why Force

Development?



CHIEF's Sight Picture

2 May 2003

- Secretary Roche and I are determined to ensure **all** of our people have **every** opportunity to reach their **full potential**.
- Force Development construct is designed to place the **right** technical and leadership **skills** in the **right places** with the **right people** who are educated and trained for success.
- The goal is to identify cross-functional paths that will expose our civilians to a **broader scope** of Air Force operational activities in preparation for **senior leadership** positions.
- The opportunity is there for all levels of leadership because **every level requires the right preparation and motivation**.



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SAF/AQX Perspective

- **Total Force Development**
 - **Largest investment**
 - **Leadership committed**
- **New vision to grow leaders**
 - **Major cultural change**
 - **Closely aligned with Officer model**
 - **Functional depth + developed breadth**
 - **Skills needed for leadership roles**



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Enduring and Occupational Competencies

Enduring Competencies

Tactical Level

Personal Leadership

Using Sound Judgment
Adapting
Inspiring Trust
Leading Courageously

Operational Level

Leading People/Teams

Inspiring & Empowering
Influencing & Negotiating
Fostering Collaboration
Building Relationships
Fostering Communication

Strategic Level

Leading the Institution

Demonstrating Vision
Shaping Strategy
Aligning the Organization
Driving Transformation
Thinking Across Boundaries

Acquisition Program Management Occupational Competencies

Acquisition Skills

Staff and Support Skills

Project Management Skills

APDP Level II - any function

Program Management Skills

Intra-functional

broadening

APDP Level II in PM

Acquisition Corps

Cross-functional Broadening

APDP Level III

SAF/AQX Perspective

- **Force Development process will help:**
 - **define requirements**
 - **balance mission needs and individual preferences**
 - **optimize limited resources**
 - **PCS, Central Salary Account, training dollars**

Significant Challenges



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SAF/AQX Perspective

- **Keys to Success**
 - **Leadership involvement**
 - **Workforce understanding and commitment**
 - **Informed career choice**
 - **Communicate to the DT via the CDP**

Make it work to your advantage!



Deliberate, Connected, Career-oriented Development

- ***Clearly stated paths*** - Development Templates and Development Plans
- ***Connected development*** over the course of a career
- ***Improved assessment*** of individuals via Career Development Plans and Development Teams
- ***Integrated with leadership education***



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Force Development Goals

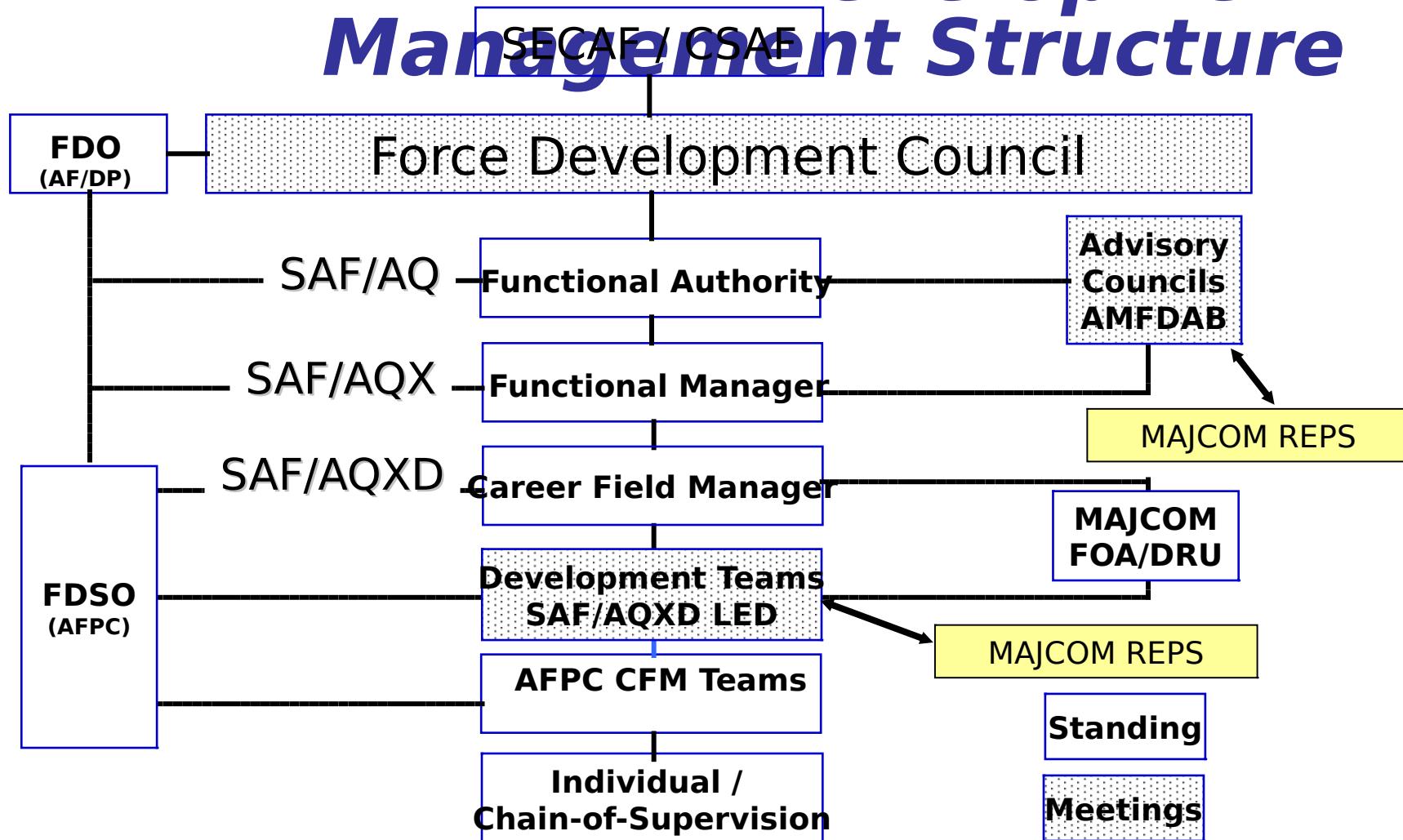
- Balance AF needs and individual desires
 - Functional and leadership competencies
- Qualified candidates for all grades/jobs
 - Educated, trained, experienced
- Create Senior Leader Inventory

Target for Tomorrow - Maximize Potential



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Official Force Development Management Structure





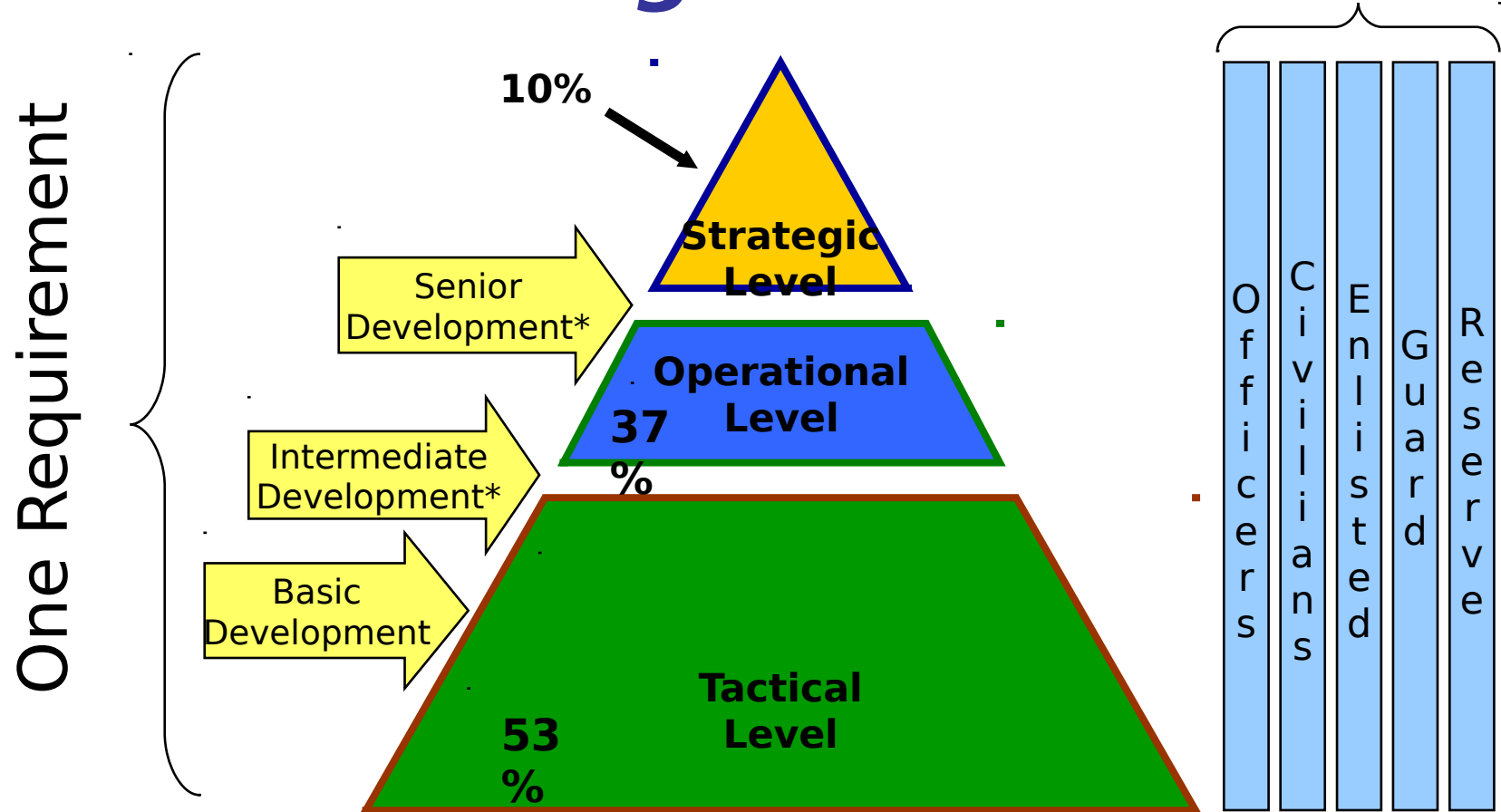
The Real Force Development Management Structure

- **You**
- **Supervisor**
- **Organization**
- **AF Level Career Field Development Team (Senior Leaders from Locations with large Acquisition Management Populations)**
- **AFPC Career Field Management Teams (formerly know as Career Programs or Palace Teams)**



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~~Civilian Acquisition~~ Management Workforce

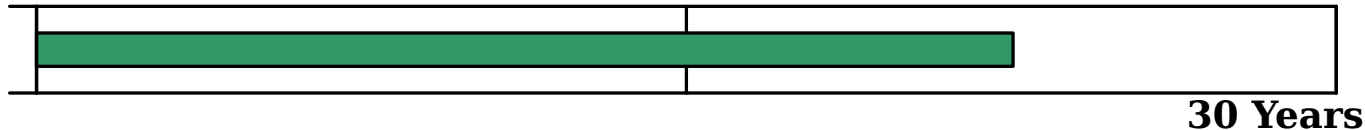


* Development to incorporate both educational and experiential learning



Acquisition Program Management Typical Tactical Career Assignments

Tactical Career



- **Variety of non-supervisory positions and team leaders**
 - **IPT Member/Lead, Project Manager/Officer**
 - **Project/Program Management Specialist, Instructor**
 - **Education with Industry (EWI)**
- **Movement between SPO, Product Center, Logistics Center, MAJCOM, Air Staff, Joint organizations**
 - **Geographic**
 - **Cross-Functional**
 - **Organizational**

***Tactical Career: Personal
Leadership
Building Depth/Expertise***



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Acquisition Program Management Typical Operational Career Assignments

Operational Career



- **Variety of supervisory and key GS-13/14/15 positions**
 - **Air Staff/MAJCOM HQ Action Officer, Program Element Monitor**
 - **Flight/Office Chief/Deputy**
 - **Branch/Section/Team Chief/Deputy**
 - **Squadron Director/Deputy (Product Group Manager)**
 - **Division Chief/Deputy**
- **Movement between SPO, Product Center, Logistics Center, MAJCOM, Air Staff, Joint organizations**
 - **Geographic**
 - **Cross-Functional**
 - **Organizational**

***Operational Career: Leading
People/Teams***

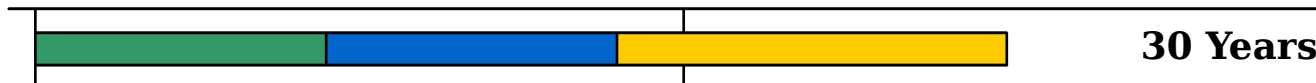
Depth + Managerial Skills



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Acquisition Career Management Typical Strategic Career Assignments

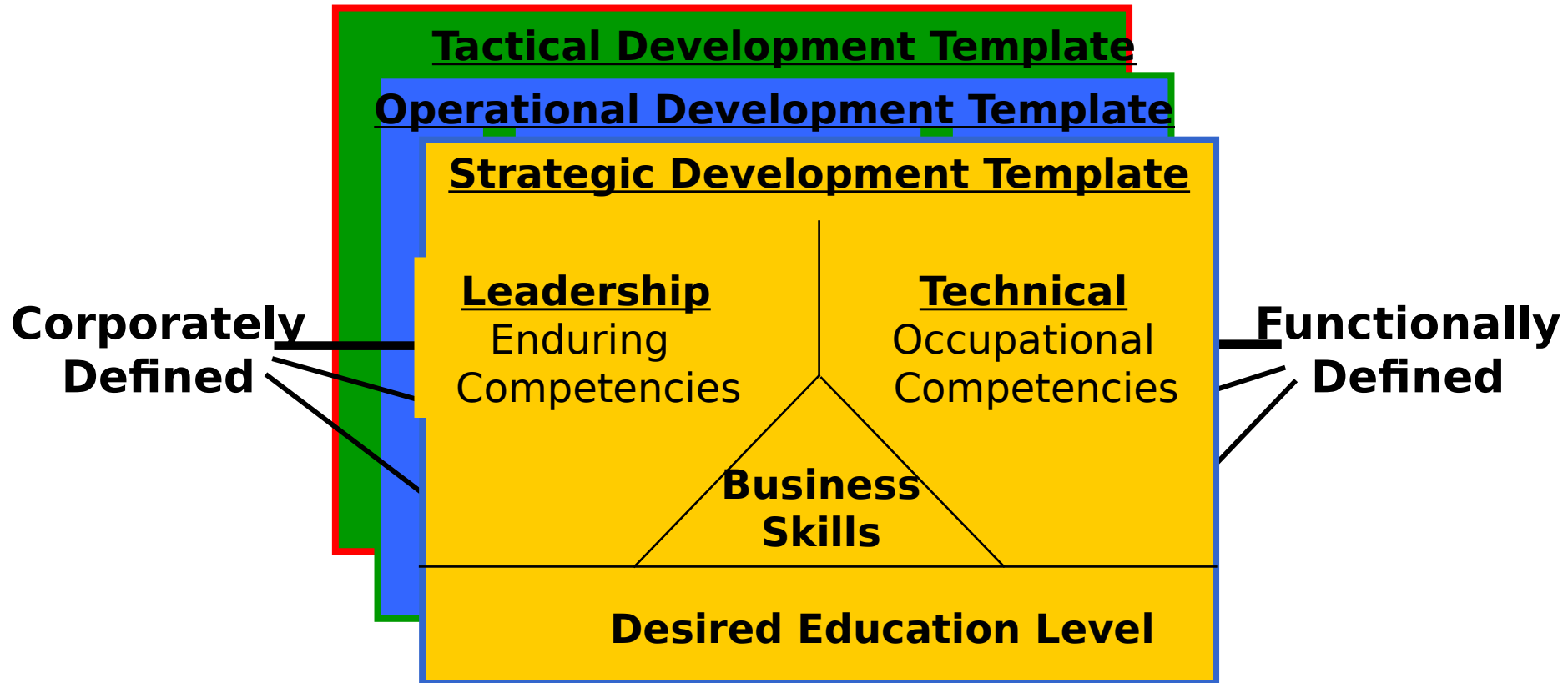
Strategic Career



- **Variety of Key GS-15 and SES positions**
 - **Center Director/Deputy (PEO/Deputy)**
 - **Executive Director, Deputy for Support/Acquisition**
 - **Wing/Group Director/Deputy (System Program Manager, System Support Manager, Development System Manager)**
 - **SAF/HAF, OSD/JCS, MAJCOM HQ Directorate/Division Chief/Deputy**
- **Movement between SPO, Product Center, Logistics Center, MAJCOM, Air Staff, Joint organizations**
 - **Geographic**
 - **Cross-Functional**
 - **Organizational**

***Strategic Career: Leading Institutions
Depth + Management + Execution***

Clearly Stated Development Paths



Templates clearly communicate development objectives

- Three levels of development (tactical, operational, strategic)



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Tactical Development Template

Acquisition Program Management (PM)

Leadership

Enduring Competencies

Personal Leadership

- Exercising sound judgment
- Adapting
- Inspiring Trust
- Leading Courageously
- Demonstrating Tenacity
- Leading by Example
- Assessing Self

Leading People/Teams

- Inspiring/Empowering & Exercising Authority
- Fostering Teamwork and Collaboration
- Building Relationships
- Fostering Effective Communication
- Mentoring

Development

Basic Development Education

- Basic Leadership Courses
- ASBC, SOS, ALS, NCOA

Experience

- IPT Lead, Education with Industry

Technical

Occupational Competencies

- Acquisition skills
- Staff and support skills
- Project Management skills
- APDP Level II - any function

Development

Training

- ACQ 101
- Desired: ACQ 201, 100 Level course in another acquisition career field, APDP Level II in PM
- 80 Continuous Learning points every 2 yrs

Experience

- 1 year in APDP coded position
- 1 year in PM coded position
- Instructor, Project Manager/Officer or other acquisition career field specialist
- SPO, ALC, Center/Test/Range, Lab
- IPT member, diversified assignments
- Desired: 1 year in SPO

Business

General Business Skills

- Personnel Management

Financial Management Skills

- Business Administration

Development

Desired Education

- 12 semester hours in DAWIA business disciplines

Training

- Local management courses in above general skills

Education

Desired Education Level

- BS/BA in engineering, systems management or business administration

Development

- Degree Programs
- Tuition assistance



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Operational Development Template

Acquisition Program Management (PM)

Leadership

Enduring Competencies

Tactical Level Plus:

Leading People/Teams

- Influencing and Negotiating
- Attracting, Developing and Retaining Talent

Leading the Institution

- Commanding
- Translating Strategy
- Applying Resource Stewardship
- Driving Execution
- Driving Continuous Improvement
- Integrating Systems

Development

Intermediate Development Education

- Intermediate Leadership Courses
- ISS, AAD, SNCOA

Experience

- Flight/Office/Branch/Section/Team Chief/Deputy
- Squadron CC/Division Chief//Deputy
- MAJCOM, Joint, Air Staff Action Officer

Business

General Business Skills

- Personnel Management
- Financial Management
- Integrating Information Technology
- Systems Integration

Functional Business Skills

- Business Administration

Development

Desired Education

- 24 semester hours in DAWIA business disciplines

Training

- Local management courses in above general skills

Technical

Occupational Competencies

- Program Management skills
- Intra-functional broadening
- APDP Level II in PM
- Acquisition Corps

Development

Training

- ACQ 201, PMT 250
- Desired: 200 Level course in another acquisition career field, APDP Level III in PM
- 80 Continuous Learning points every 2 years

Experience:

- Broadening assignment in another acquisition APDP coded position
- Desired: 2 more years in APDP coded position
- Program Element Monitor

Desired Education Level

- Masters in engineering, systems acquisition management, business administration, or related field

Educational

Development

- Degree programs
- CCDP academic programs



Strategic Development Template

Acquisition Program Management (PM)

Leadership

Enduring Competencies

Operational Level Plus:

Leading the Institution

- Creating and Demonstrating Vision
- Shaping Strategy
- Driving Transformation
- Thinking/Working Across Boundaries

Development

Strategic Development Education

- Strategic leadership courses
- SSS, AAD

Experience

- **Group/Wing CC/Deputy**
- **MAJCOM HQ, SAF/HAF, OSD/JCS**
Directorate/Division
Chief/Deputy
- **2 + bases/installations**
- **Leadership positions in other services/agencies/private sector**

Technical

Occupational Competencies

- Cross-functional broadening
- **APDP Level III within 18 months**

Development

Training

- **PMT 302 or PMT 352**
- **Desired: PMT 401**
- **80 Continuous Learning points every 2 years**

Experience:

- **4 years in APDP coded position - 2 in SPO**
- **Broadening assignment in Contracting, Maintenance, S&E, Logistics, Finance, Info Technology, Test & wq, Plans & Programs**
- **4 years in a CAP**

Business

General Business Skills

- Personnel Management
- Financial Management
- Integrating Information Technology
- Systems Integration

Functional Business Skills

- **Business Administration**

Development

Desired Education

- **24 semester hours in DAWIA business disciplines**

Training

- **Local management courses in above skills**

Education

Desired Education Level

- **Masters degree in engineering, systems acquisition management, business administration, or related degree**

Development

- Degree programs
- CCDP academic programs



Civilian Development Plan Your Primary Means of Communication

- Employee
 - Communicate your long range career goals
 - Communicate what you want to do
- Supervisor and Organization
 - Assignment Recommendation
 - Development Recommendation(s)
 - Professional Assessment
- Development Team –Vetting at the AF level
 - Reviews and Makes Recommendations

Dialogue

A light blue oval bubble with a black outline, containing the word "Dialogue" in bold blue text. Two arrows point from the bubble to the text "Communicate what you want to do" and "Assignment Recommendation" in the list above.

Supervisor Responsibilities

- ***Understand*** career field management and the force development process, requirements, and career paths
- ***Educate*** employees on what various career choices entail in terms of time, commitment, mobility, etc.
- ***Mentor*** and ***challenge*** employees to maximize their potential
- Provide employees ***honest CDP feedback***
 - On potential for achieving desired goals
 - How to obtain required development



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Individual Responsibilities

- ***Understand*** Force Development career paths and the associated development for your chosen career choice (templates)
- ***Complete a CDP*** to participate and ***communicate*** your desires to the DT
 - ***Be committed*** to take advantage of the development opportunities AF is providing
 - Consult with your supervisor/mentor
- ***Pursue*** the recommended developmental vectors from the DT

Informed Career Choice



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CDP Example

ACQUISITION MANAGEMENT CAREER DEVELOPMENT PLAN				
PERSONAL INFORMATION				
Name: (Last, First, MI)	Grade	Phone:	eMail:	SSN:
Date Start Current Position:		Desired Date Next Assignment:		
Date Last Promotion:				
Date Estimated Retirement (optional):		Certain <input type="checkbox"/> Flexible <input type="checkbox"/>		
Education Level: High School <input type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> PhD <input type="checkbox"/>				
WORK EXPERIENCE HISTORY				
	Duty Title/Series/Grade	Geographical Location (e.g., Hanscom AFB MA)	Organizational Level (ALC, Product Center, Test Center/Range, SPO, Lab, MAJCOM, FOA, SAF/AF, OSD, Other)	
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				



CDP Example

LONG-TERM CAREER GOALS (Please see attached list of positions)			
<input type="checkbox"/>	Tactical Leadership Position (Team Leader)		
<input type="checkbox"/>	Operational Leadership Position (Supervisory or Key GS-13/14/15 Managerial Position)		
<input type="checkbox"/>	Strategic Leadership Position (Key GS-15 or SES Level Position)		
<input type="checkbox"/>	Technical Expert (Non-Supervisory)		
SHORT-TERM CAREER GOALS (Next Assignment Preferences, If Applicable)			
	Duty Title (please use the most appropriate title from attached list)	Geographical Location	Organizational Level
1			
2			
3			
CAREER BROADENING CROSS-FUNCTIONAL PREFERENCES (If Applicable)			
	Acquisition Functional Area	Geographical Location	Organizational Level
1			
2			
3			
EDUCATION AND/OR TRAINING PREFERENCES (If Applicable)			
1			
2			
3			



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CDP Example

INDIVIDUAL COMMENTS - Address Next Assignment (If Applicable)			
SUPERVISOR/RATER INFORMATION			
Name:	Rank/Grade:	Phone:	eMail:
SUPERVISOR/RATER ASSESSMENT/FEEDBACK			
<p><input type="checkbox"/> Ready - meets all aspects of the long-term career goal template</p> <p><input type="checkbox"/> Groom - needs further development to meet the long-term career goal template</p> <p><input type="checkbox"/> On-Track - does not currently express interest in key or development assignments needed to achieve corporate leadership expectations.</p>			



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CDP Example

MANAGEMENT LEVEL REVIEW		
Name:	<input type="checkbox"/> Concur	<input type="checkbox"/> Do not concur
Comments:		
DT Assessment		
<input type="checkbox"/> Ready <input type="checkbox"/> Groom <input type="checkbox"/> On-Track		
Experience Vector(s):		
Education and Training Vector(s):		



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AMCDT Membership

- SAF/AQXD (Chair) Mrs Carolyn Willis
- AFMC Mr Denton R. Bloom
- AFSPC Mr Robert Krilowicz
- ASC Mr Don Gregory
- AAC Mrs Lorene Stanford
- ESC Ms Mary Jane Mitchell
- AFFTC Mr Ron Davino
- OC-ALC Mr Stephen C. Morris
- AFPC/DPKCM Ms Lynn Matsler Brod
- Military 63A DT Mr Pat Hogan



Development Team Review

- **Review CDP, Career Brief, Gap Analysis**
- **Individual members assess record**
- **Individual members provide vectors**
- **Jointly collaborate on vector(s)**
- **Provide feedback to you--Education, Training and Assignment Vectors**
- **You decide what to do next!**



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DT Assessment

- **Where have you been?**
- **What have you done?**
- **How well have you done it?**
- **What do you want to do?**
- **What does your supervisor recommend?**

CDP IS VERY IMPORTANT!!!



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Acquisition Program Management Development Vectors

Experience Vectors

- 1. Tactical Leadership position**
- 2. Operational Leadership position**
- 3. Major/Joint Command Staff**
- 4. Secretariat/Air Staff**
- 5. Systems Program Office (SPO)**
- 6. Career Broadening (Intra- or Cross Functional)**
- 7. Education with Industry**
- 8. On Track- in right job/leave in place**

Education and Training Vectors

- 1. Tuition Assistance (TA) for Bachelor's or Master's Degree**
- 2. Basic, Intermediate or Senior Development Education**
- 3. Advanced Academic Degree**
- 4. 24 semester hours - DAWIA**
- 5. Leadership Training**
- 6. General Business Skills Training**
- 7. Next APDP Level in PM**
- 8. Continuous Learning**



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What does it mean to you?

- **Reality Check**
 - **More realistic personal expectations**
 - **Enhanced communication / feedback**
- **Expanded / improved educational opportunities**
 - **Targeted to specific learning goals**
 - **Better preparation for future assignments**

***Opportunity to reach your full
potential***



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What does it mean to the AF?

- **Meets AF mission needs**
- **Reinforces AF core values**
- **Enhances use and quality of AF resources (people, money, time)**
- **Improves approach to education and assignment**

Understandable, deliberate development



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When does the process begin?

- **It has already started: AMCDT reviewed 2006 CCDP nominees in late Aug 04, CCDP Board met 28 Sep**
- **GS-14 CDPs review Jan 05**
- **GS-13 CDPs review spring 2005**
- **GS-12 and below: TBD**
- **Ensures vectors are identified and feedback provided before the next CCDP participation call**



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How will we know if we got it right?

“It’s time for a new way of thinking. However, I realize that there is a zero percent chance that we have this one hundred percent correct.”

CSAF Sight Picture 6 Nov 02

***Leadership involvement
Workforce understanding
Functional support***

***Keys to
Success***



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Force Development Websites

<https://www.dp.hq.af.mil/dpx/dpxf/>

<http://www.afpc.randolph.af.mil/cp/pmcp/>



Summary

- **Important, enduring cultural change**
- **Balances AF needs and individual goals**
 - **Provides qualified candidates for all grades/jobs**
 - **Creates Senior Leader Inventory**
- **Deliberate process...links education, training and experience to build leaders at every level**
- **Increased leadership involvement**
Develops our #1 resource ... You!